

OVERVIEW ▼

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A change of culture

‘England and America are two countries separated by the same language.’

Attributed to George Bernard Shaw (1856–1950), Irish writer

Starting up

- A** Look at the following tips for visiting a different country or doing business there. Use the words from the box to complete the tips.

date	clothes	hours	book	customs
money	cards	food	~~sport~~	language

- 1 Find out about the most popular *sport* in the country.
- 2 Always take in US dollars.
- 3 Find out about the normal working
- 4 Be careful how you write the
- 5 Find out about the most important and festivals.
- 6 Learn how to speak a little of the local
- 7 Read a about the history of the country.
- 8 Eat some of the before you go.
- 9 Wear formal
- 10 Translate your business into the local language.

- B** Which of the tips in Exercise A do you think are:

a) very useful? b) useful? c) not useful?

- C** Which tips are good advice for your country? Add some others.

It is important to learn how to greet people in their language.

Vocabulary

Company cultures

A Different companies have different cultures and ways of working. Complete these sentences with the words in brackets.

Dress (uniforms / ~~casual Fridays~~ / weekend clothes)

- 1 We don't have to wear business suits at the end of the week. My company has a system of ... *casual Fridays* ...
- 2 In many banks, staff can't wear what they like. They have to wear

Timekeeping (flexible hours / part-time / shift work)

- 3 For two weeks each month, I work at night. I can't sleep during the day. I hate
- 4 We have a system in our office. Some people work from 9 a.m. to 5 p.m.; others work from 10 a.m. to 6 p.m.

Time off (childcare / annual leave / public holiday)

- 5 I am so busy at the moment that I worked on New Year's Day, which is a(n)
- 6 How many days' do you get in your company?

Reporting procedures (written report / face-to-face / e-mail)

- 7 We often speak on the phone but never
- 8 He sends us a(n) in the post each month.

Types of meeting (informal / formal / social)

- 9 Our department starts everyday with a(n) meeting. It is very relaxed.
- 10 Companies have an Annual General Meeting (AGM) once a year. It is a very meeting, with a lot of people.

Names (job title / first name / family names)

- 11 In some countries, the company culture is formal. Staff use when they speak to each other.
- 12 What's your now? Are you 'Chief Executive'?

B Would you like to work for an organisation which has:

- uniforms?
- casual Fridays?
- a lot of formal meetings?
- flexible hours?

Why? Why not?

Listening

Cultural mistakes

A Three people talk about cultural mistakes.

11.1 Listen to John's story and answer the questions.

- 1 What meal was he invited to? *dinner*
- 2 What did John look at?
- 3 What was his mistake?
 - a) John talked during an important silence.
 - b) John talked about his host's table.
 - c) John didn't want a gift.

11.2 Listen to Cameron's story and answer the questions.

- 4 Where was Peter's new job?
- 5 What was his mistake?
 - a) He did not use first names.
 - b) He did not speak French.
 - c) He did not use family names.
- 6 How did the staff feel when Peter used first names?

11.3 Listen to Susan's story and answer the questions.

- 7 Where did Susan make her mistake?
- 8 Who did she go out for a meal with?
- 9 What was her mistake?
 - a) Susan poured her own drink.
 - b) Susan did not laugh.
 - c) Susan poured too many drinks.
- 10 What did she forget to do?

B It is easy to make mistakes in other cultures. What other examples do you know?

Language focus 1

**should /
shouldn't**

- We use *should* and *shouldn't* to give advice and make suggestions.
We **should** wear formal clothes to the dinner.
He **shouldn't** be late for meetings.
- We often use *I think* or *I don't think* with *should* to say something is or isn't a good idea.
I **think** you **should** go on a training course.
I **don't think** you **should** interrupt her.
Do you **think** I **should** learn to speak the local language?
Yes, I do. / No, I don't.

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A Complete these sentences using *should* or *shouldn't* and a phrase from the box.

speak to our boss buy an expensive computer be late
 develop a better website stay three days

- 1 Our online business is bad. We ... *should develop a better website* .
- 2 Our team is working too many hours.
We
- 3 The meeting is very important.
We
- 4 She wants to visit a lot of customers in Spain.
She
- 5 We have to cut costs. You

B Give the opposite advice by using *should*, *shouldn't* or *I don't think*.

- 1 I think he should go to Paris next week.
I don't think he should go to Paris next week.
- 2 You should buy a franchise.
- 3 She shouldn't take the customers to an expensive restaurant.
- 4 I think we should launch the new product now.
- 5 My boss thinks it is too late to send the report now.
- 6 We should order online.

C Use the notes to write suggestions to a colleague going on a business trip for the first time.

write on business cards ✗
 use surnames ✓
 give an expensive gift ✓

shake hands ✓
 be late ✗

You shouldn't write on business cards.

B Find these verbs in the article. Match them to their meaning.

- | | |
|---------------------------|-----------|
| 1 set up (paragraph 1) | a) return |
| 2 come back (paragraph 1) | b) closed |
| 3 shut down (paragraph 4) | c) opened |

C Use the verbs from Exercise D to complete these sentences.

- The company its factory in India after the accident.
- Do you think we should to this restaurant tomorrow?
- He a new company with a loan from the bank.

Language focus 2

could / would

- We often use *could* or *would* to make a request.
Could I use your mobile phone, please?
Would you open the window, please?
- We often use *would you like* to make an offer.
Would you like a brochure?

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A These questions were asked on a plane journey. Which does a flight attendant ask, and which does a passenger ask?

- Could I have another drink, please? *passenger*
- Would you put your seat up, please?
- Would you like a newspaper?
- Could you show me how to turn on the light, please?
- Would you like another drink?
- Could I have the chicken, please?
- Would you like coffee or tea?
- Could you fasten your seat belt, please?
- Could you help me find the movie channel, please?
- Would you like any duty-free goods?

B Which of the questions in Exercise A are offers and which are requests?

C You are at a hotel reception desk. Use the verbs in brackets to make polite requests.

- You want to make a phone call. (use)
Could I use the phone, please?
- You didn't hear that. (say)
- You want a taxi. (call)
- You don't know the way to the station. (tell)
- You want to pay by credit card. (pay)
- You want to go to a good restaurant. (recommend)
- You need a map of the city. (have)



Skills

Identifying problems and agreeing action



- A** 11.4 A human resources manager is talking to the general manager of a company about an employee, Jane Wilkinson. Jane joined the company three months ago. Listen to the dialogue. Tick the problems which are mentioned in the dialogue.

- | | |
|--|-------------------------------------|
| 1 Jane doesn't enjoy the work. | ☒ |
| 2 She hasn't got enough work. | ☐ |
| 3 She has got too much work. | ☐ |
| 4 She is bored. | ☐ |
| 5 She has very challenging work. | ☐ |
| 6 She doesn't like the general office. | ☐ |
| 7 She doesn't like her boss. | ☐ |

- B** Complete sentences 1 to 4 with suitable endings a) to d).

- | | |
|------------------------|----------------------------------|
| 1 The problem is | a) to find out the real problem. |
| 2 I think we should | b) she doesn't enjoy the work. |
| 3 The best thing to do | c) talk to her. |
| 4 OK, so we're going | d) is to transfer her. |

- C** Which expressions 1 to 4 in Exercise B:

- a) identify the problem?
b) suggest action?
c) agree action?

- D** Role play this situation. An employee goes to the human resources manager with a problem.

Employee: turn to page 141.

Human resources manager: turn to page 146.

Useful language

Identifying the problem

There's a problem with ...
The problem is ...

Agreeing action

So we're going to ...
I agree. We'll ...

Suggesting action

We could / should / shouldn't ...
I think / don't think we should ...

Language focus 1

Present perfect

- We use the present perfect to talk about actions that continue from the past to the present.
*I **have worked** here for five years. (And I'm still working here now.)*
*He **has lived** in Barcelona for two years. (And he's still living there now.)*
- We often use the present perfect to talk about life experiences.
*She **has had** three jobs since she left university.*
*He **hasn't had** any experience in marketing.*
***Have** you ever **worked** abroad? Yes, I **have**. / No, I **haven't**.*
- The present perfect is formed with *have / has* + the past participle of the main verb.

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A Match the job interview questions 1 to 5 with their answers a) to e).

- | | |
|---|--|
| <p>1 How many jobs have you had since leaving university?</p> <p>2 Why have you changed jobs so often?</p> <p>3 What have you done that shows leadership?</p> <p>4 In what ways has your job changed since you joined the company?</p> <p>5 Have you ever worked with a difficult person?</p> | <p>a) I now have more responsibility and work longer hours.</p> <p>b) Well, I lead the sales team. I'm also chairperson of a local business association.</p> <p>c) I wanted to earn more money.</p> <p>d) Well, the boss in my last company wasn't easy to work with.</p> <p>e) I've worked for six companies.</p> |
|---|--|

B 12.1 Now listen and check your answers.
C Complete these interview questions using the present perfect form of the verbs in brackets.

- How *have you changed* (you change) over the last five years?
- What other jobs (you apply for) recently?
- What (you read) recently?
- What kind of people (you work) with?
- What sort of bosses (you have)?
- What (you learn) from your other jobs?
- What sort of problems (you have) to deal with?
- What (you do) that shows leadership?

D Work in pairs. Ask and answer the questions in Exercise C.
Reading
A curriculum vitae
A Look at the CV (curriculum vitae) on page 109. Put the headings from the box in the correct place in the CV.

Interests	Key skills	~~Education~~	References	Work experience
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CURRICULUM VITAE

Name: Cristina Kramer
 Nationality: Brazilian
 Address: 21 Royal Park, Muswell Hill
 London N10 2JP
 Telephone: 020 8982 0648
 E-mail: CRISKRA@aol.com

Education...¹

2003–2004 Diploma in Business Studies, London Metropolitan University
 1995–1998 Degree in Biological Sciences, PUC Campinas, Brazil
 1991–1994 Secondary School: Colégio Santo Inacio, Rio de Janeiro, Brazil

.....²

2001–2002 Regional Branch Manager, PE Instruments, Rio de Janeiro, Brazil

- set up a new sales office in Rio de Janeiro
- trained a team of sales staff
- developed new selling methods to increase sales

1999 – 2000 Technical Sales Specialist, Brazil Instruments, São Paulo, Brazil

- sold a wide range of instruments, including software
- organised and presented customer seminars

.....³

Fluent in Portuguese, Spanish, English and Italian
 Computer skills: Microsoft Word, Excel, PowerPoint, HTML, Java

.....⁴

Cinema, travel, skiing, aerobics

.....⁵

Professional and personal references available on request

B Mark each statement true or false.

- 1 Cristina Kramer studied in Brazil. *true*
- 2 She has worked for two different companies.
- 3 She arranged seminars when she worked for Brazil Instruments.
- 4 She was a manager at Brazil Instruments.
- 5 She has sold software in São Paulo.
- 6 She is interested in keeping fit.

C Work in pairs. Answer these questions.

- 1 How many pages is a typical CV in your country?
- 2 Do you include a photo? Do you think it is a good idea?
- 3 Does it have the same headings as Cristina Kramer's CV?
- 4 Do you include any other information in CVs in your country?

Listening

Interviewing for a job

- A**  12.2 Cristina Kramer is applying for a job as an overseas sales representative in Italy. Listen to part of her interview. Complete her answers.

Reasons for applying I like travelling¹ and ² my languages. I also like ³ people, and I want a new ⁴.

Strengths I'm ⁵ in Italian and Spanish. I'm good at ⁶ sales staff and I get on well with people. I think I'm very good at ⁷ seminars for customers.

Weaknesses I'm not ⁸ when people don't meet deadlines.

People you work well with I like people who work ⁹ and who are ¹⁰.

Interests I like aerobics and ¹¹.

Questions If I ¹² the job, when would you like me to start?

- B** What are your strengths and interests? What kinds of people do you work well with?

Language focus 2

Past simple and present perfect

- We use the past simple to talk about completed actions that happened in the past.
*I **worked** in Tokyo in 1990. (I now work in another place.)*
- We use the present perfect to talk about actions that continue from the past to the present.
*He **has worked** in Berlin since 2001. (He still works there.)*

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- A** Underline the past simple or the present perfect form of the verbs to complete this extract.

I think I had / have had¹ an interesting career. I studied / have studied² at Oxford University from 1997 to 2000. Then I applied / have applied³ for jobs abroad. I worked / have worked⁴ in Hong Kong for a year, and then I went / have been⁵ to Japan in 2001.

I did / have done⁶ a number of different jobs. I sold / have sold⁷ computer software in Hong Kong. I taught / have taught⁸ English in Japan. I wrote / have written⁹ a book, and I ran / have run¹⁰ my own business.

- B** Tick the expressions you can use to complete this sentence.

The manager has been here before ..

before	☒	often	☐
twice	☐	for two hours	☐
last year	☐	this afternoon	☐
since 2 o'clock	☐	at 2 o'clock	☐
two weeks ago	☐	recently	☐

Skills

Interview skills



A Work in pairs. Decide which of these interview tips are more for interviewers and which are more for candidates.

- Be completely honest at all times.
- Try to help the candidate to relax.
- Always wear your best clothes.
- Do not ask a lot of questions to which people can answer 'yes' or 'no'.
- Listen carefully and make a lot of notes.
- Arrive half an hour early for the interview.
- Ask a difficult question at the beginning of the interview.
- Get an expensive haircut.

B Work in pairs. Which tips do you agree with? Choose your top three tips and write your own list. Compare your choices with other pairs.

C 12.3 Look at the Useful language box. Listen to an interview. Tick the expressions you hear.

Useful language

	Interviewer	Candidate
Experience	What did you learn from your last job? What didn't you like about your last job?	I learned to ... Well, I had a problem with ...
Skills	What are you good at? Do you have any special skills?	People say that I am good at ... My main strengths are ...
Future plans	What do you want to do in the future? Where do you want to be in ten years' time?	My main aim is to ... I plan to be ... I hope to have ...
Interests	What do you do in your free time? What are your main interests?	I really enjoy ... I spend a lot of time ...

D Role play this situation. The manager of a hotel is interviewing a candidate for the job of receptionist.

Hotel manager: look at the role card on this page.

Candidate: turn to page 143.

Hotel manager

Find out this information about the candidate.

- | | |
|------------------------------|-------------------------------------|
| 1 Did / find / hotel easily? | 5 What/ learn from / last job? |
| 2 Why / want job? | 6 What / not like about / last job? |
| 3 What strengths/ have? | 7 What / main interests? |
| 4 Can / work under pressure? | 8 Do / have any questions? |